

**It Takes More Than  
Leadership**

# So What's It Take?

A Vision

A Plan

A Process

Planning

Programming

Budgeting

Leadership

To implement its vision, NOAA needs to balance the structure of performance and process management with the inspiration of strong and effective leadership

# Insightful People Know...

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"Where there is no vision, the people perish."

Proverbs 29:18

"If you don't know where you're going, you might not get there"

Yogi Berra

"Control your destiny or someone else will!"

Jack Welch

"Have a plan. Follow the plan, and you'll be surprised how successful you can be. Most people don't have a plan. That's why it's is easy to beat most folks."

Paul "Bear" Bryant

# The Vision

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To move NOAA into the 21<sup>st</sup> Century operationally, in the same interrelated and linked manner as the environment we observe and forecast, while recognizing the link between the global economy and our planet's environment.

# Strategic Plan

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- Mission Goals:
  - Protect, restore and manage the use of coastal and ocean resources through ecosystem-based management
  - Understand climate variability and change to enhance society's ability to plan and respond
  - Service society's need for weather and water information
  - Support the Nations' commerce with information for safe, efficient and environmentally sound transportation
- Cross-cutting priorities:
  - Integrated global environmental observation system
  - Environmental literacy, outreach & education
  - Sound, state-of -the-art research
  - International cooperation & collaboration
  - Homeland security
  - Organizational excellence

# PPBS

A Vision

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Leadership

[www.ppbs.noaa.gov](http://www.ppbs.noaa.gov)

An integrated, requirements-based planning, programming, budgeting and program execution system that provides

the structure to link NOAA's strategic vision with programmatic detail and budget development

and

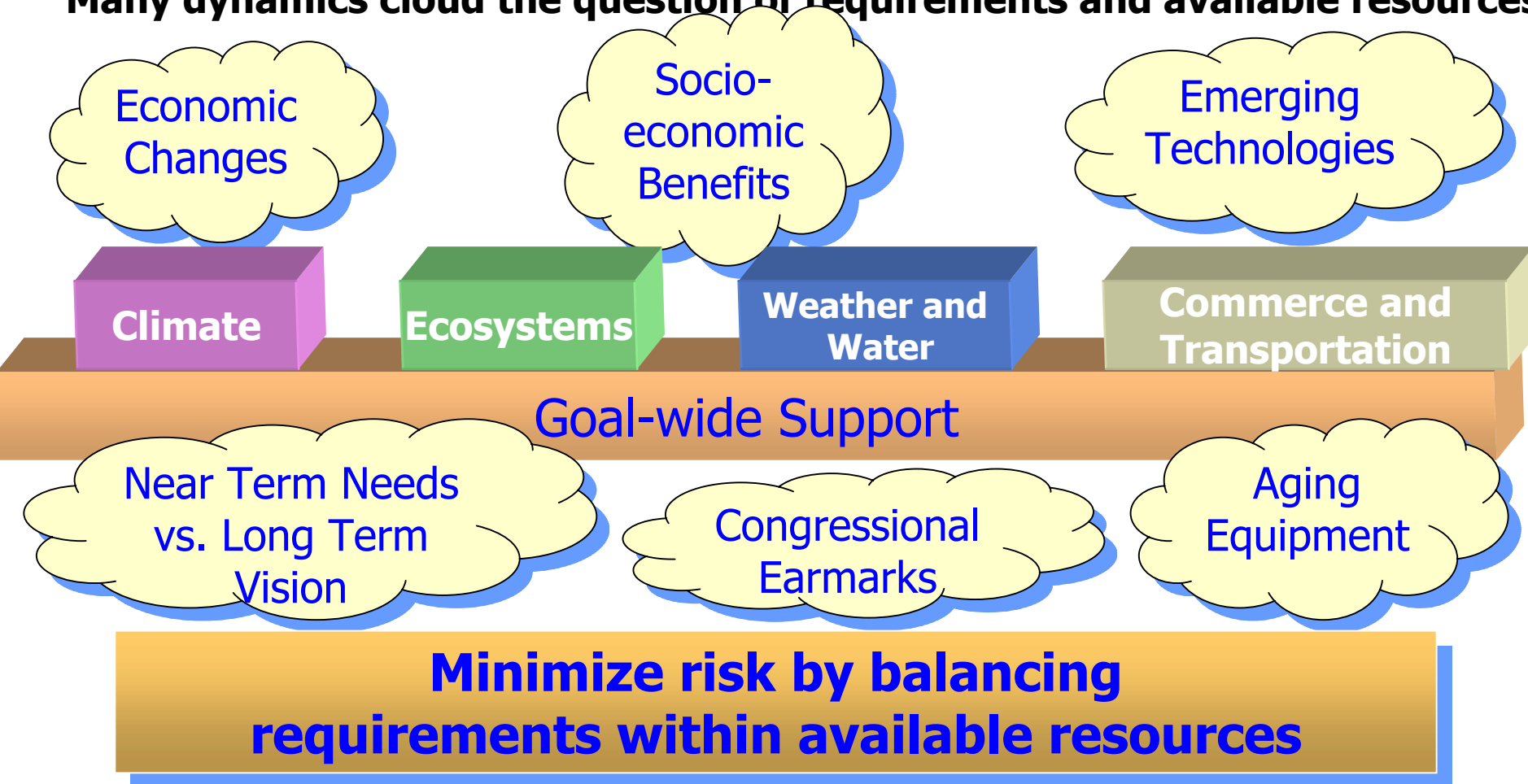
the framework to maximize our resources while optimizing our capabilities

**Planning, Programming and Budgeting System**

# Why A New Process?

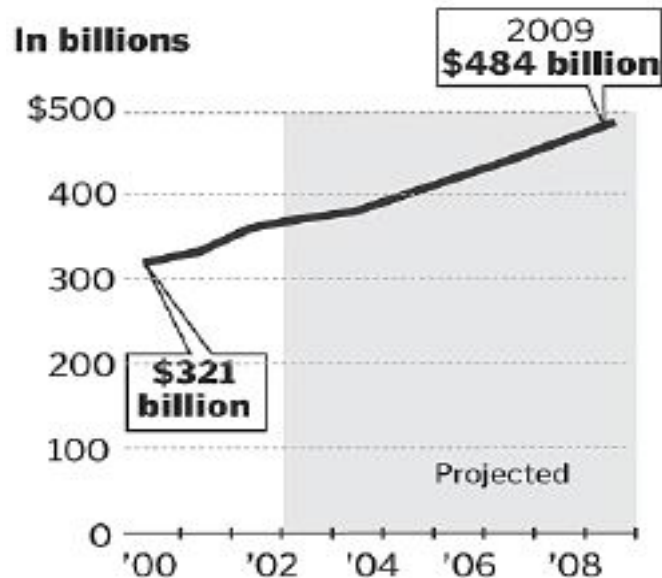
**For the greater corporate good....**

**Many dynamics cloud the question of requirements and available resources**



# Why A New Process Now?

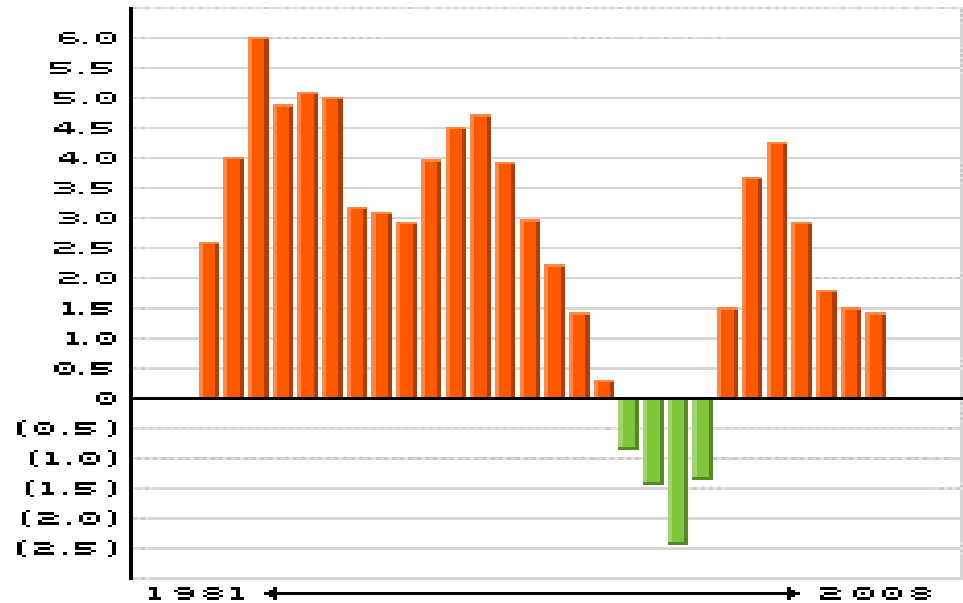
The defense budget is expected to grow more than 50% over the decade.



Source: Center for Defense Information  
Jerald Council, Gannett News Service

## Budget deficits are making a comeback

DEFICITS AS % OF GDP

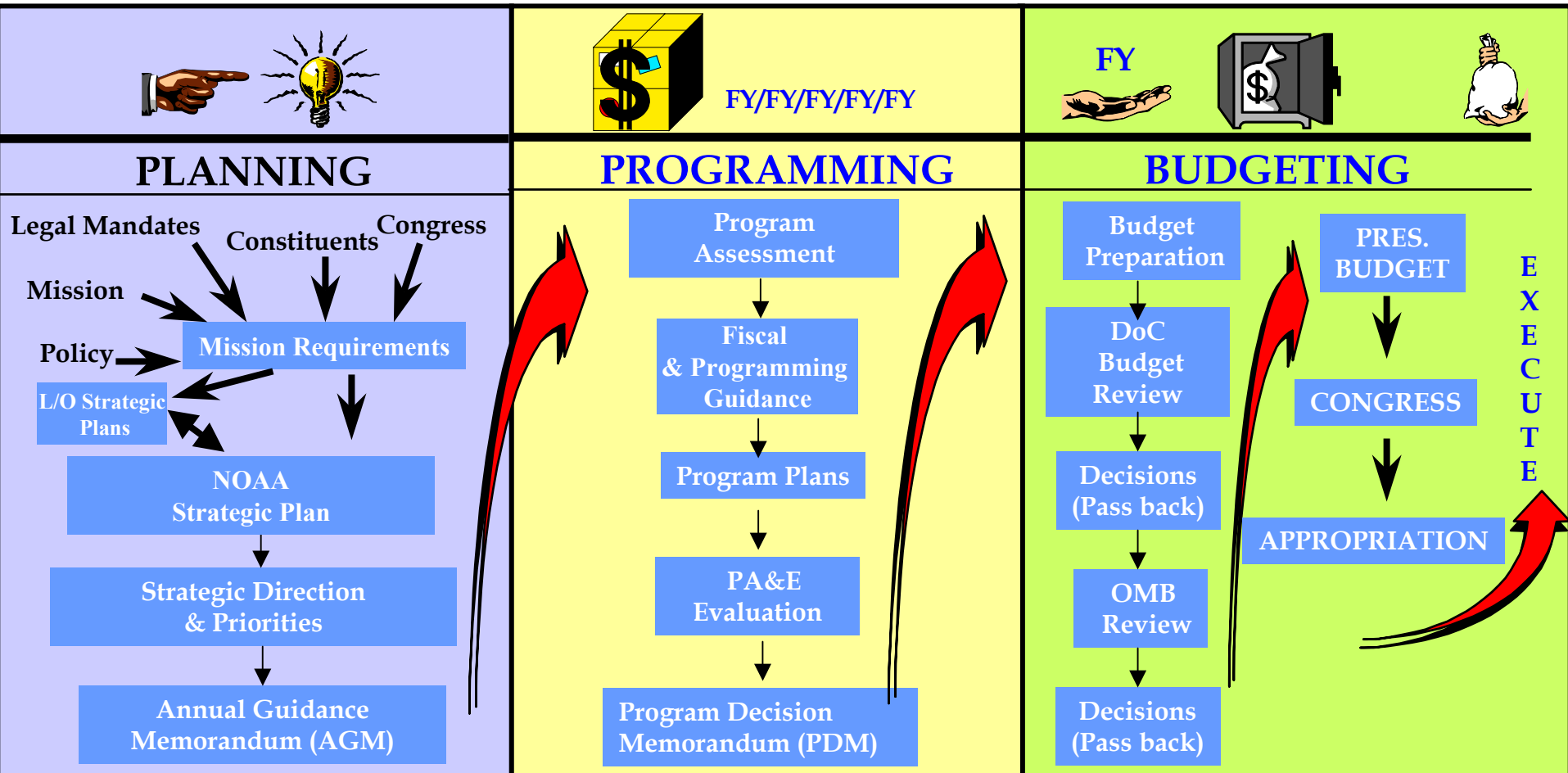


1998 - 2001 figures represent budget surpluses  
2003 - 2008 figures are estimated  
Sources: White House OMB (data through 2002);  
CBO (projections 2003 to 2008)

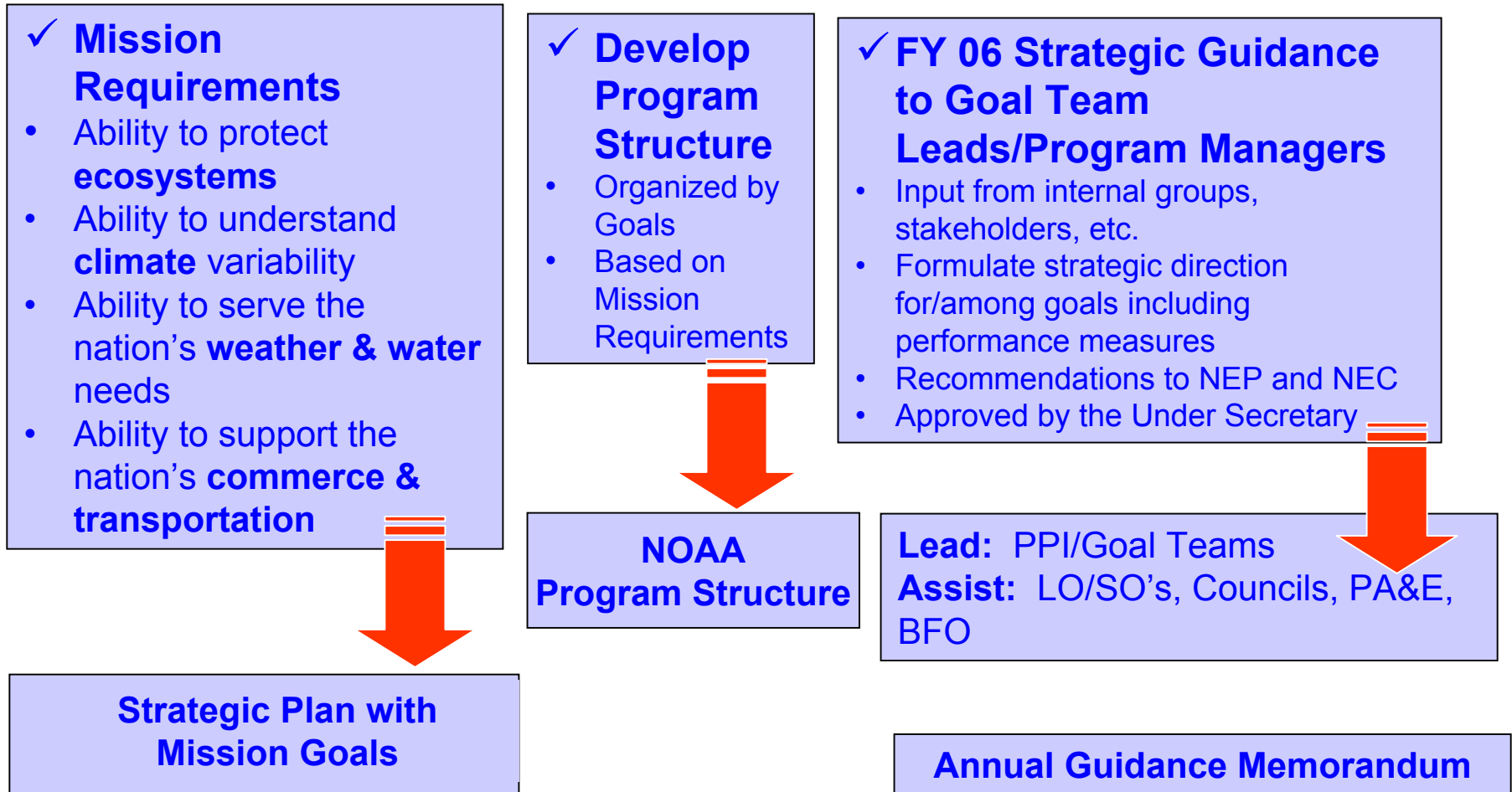
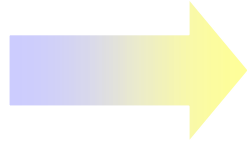
The Future Ain't What It Used To Be...



# How the New Process Works



# Planning



# Programming



## ✓ Conduct Program Baseline Assessment:

- Determine 100% of long term programmatic requirement
  - Fiscally unconstrained
- Identify 100% of current program
- Identify performance and outcome measures
- Prioritize deficiencies & excesses
- Develop programmatic alternatives



**Lead: Program Managers**  
**Assist: LO/SO's, Goal Teams, Councils, PA&E, BFO**

**Program Baseline Assessment**

## □ Assess Program Baseline Assessment

- Validate requirement
- Evaluate current program using performance and outcome measures
- Assess prioritized deficiencies & excesses
- Provide health assessment
- Analyze alternatives
- Risk Assessment



**Lead: PA&E**  
**Assist: PM, LO/SO's, Goal Teams, Councils, PPI, BFO**

**Fiscal and Program Guidance**

# Programming



## □ Develop Program Plans:

- Requirements-based
- Integrated
- Fiscally balanced
- Consistent with Fiscal and Program Guidance for FY 06 -10



**Lead:** Goal Teams  
**Assist:** PM, LO/SO's,  
Councils, PPI, PA&E, BFO

**Program Plan**

## □ Analyze Program Plans

- Analyze program plans
- Evaluate proposed initiatives for alternative processes, policies and programs
- Develop integrated NOAA Program



**Lead:** PA&E  
**Assist:** PM, LO/SO's, Goal  
Teams, Councils, PPI, BFO

**Program Decision Memorandum  
(PDM)**

# Budgeting



## ❑ Prepare Line Office Budgets

- LOs Finalize program plan budget estimates based on the PDM into the full technical budget justifications with exhibits, and exhibit 300

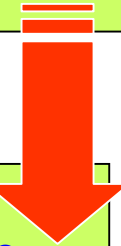


**Lead:** LO/SO's;  
**Assist:** PM, Goal Teams, PA&E, PPI, BFO, ITRB

**Line Office Technical Budget Justifications, exhibits, and exhibits 300**

## ❑ Analyze FY 2006 Line Office Budget Submissions

- Budget Office and OCIO analyze information
- NOAA ITRB conducted



**Lead:** Budget Office  
**Assist:** PM, LO/SO's, Goal Teams, Councils, PA&E, PPI, ITRB

**Draft NOAA Budget**

## ❑ Conduct DUS Budget Review

- NOAA Budget briefs DUS on FY 2006 recommendations




**Lead:** Budget Office  
**Assist:** PM, LO/SO's, Goal Teams, Councils, PA&E, PPI, ITRB

**Updated Draft NOAA Budget**

# Budgeting

## ❑ Conduct Final Review and Approval of FY 06 NOAA Budget

- DUS/NOAA Budget briefs NEC on FY 2006 Budget
- Under Secretary provides preliminary decisions
- Goal Teams work with LOs to provide impact statements on preliminary decisions
- Budget approved by Under Sec




**Lead:** Budget Office  
**Assist:** PM, LO/SO's, Goal Teams, Councils, PA&E, PPI, ITRB

**Final NOAA Budget**

## ❑ Produce Final Budget Documentation

- LOs finalize budget justifications and exhibits
- Budget Office commences final production of FY 2006 Budget



**Lead:** Budget Office  
**Assist:** PM, LO/SO's, Goal Teams, PA&E, PPI, ITRB

**Technical Budget Submission to DOC**

# Leadership

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Experienced...

Energetic & Enthused....

Empowered....

# Experienced....

- Program Analyst
- Quality of Life Analyst
- CINC Liaison Analyst
- Manpower & Training Analyst
- Deputy Assistant Secretary of the Navy (Manpower)
- The Deputy Navy Programmer
- *The Navy* Programmer

## An Analyst's Life





# Energetic & Enthused....

- Leaders of people need to know how to manage systems and processes too
- But, process only provides the structure – it takes the commitment and passion of those involved to make it relevant to the organization's vision and future success
- Next generation of leaders critical to NOAA's future success

# Empowered...

- The Admiral
- Line & Staff Offices
- Goal Teams and Leads
- Program Managers
- Councils, Committees & Boards
- Program Planning and Integration
- Program Analysis and Evaluation
- Budget Office
- Me
- YOU!



Links

# Program Baseline Assessment

## You must do this first

- Identify the strategic goal this program supports
- Identify all requirement drivers
- Describe the desired outcome (end-state)
- Identify the capabilities required to achieve this desired outcome
- Explain the methodology, assumptions and/or logic used
- Provide detail on relevant performance measures

### ✓ **Conduct Program Baseline Assessment:**

- Identify the complete and valid **requirement** for a specific program & estimate the funding necessary to achieve 100% of that valid requirement
- Identify 100% of the capability and capacity of the **current program**
- Using performance measures, conduct a **gap analysis** to identify deficiencies and excesses
- Using the Annual Guidance Memorandum, **prioritize excesses and deficiencies**
- **Develop alternatives** for adjusting the current program to reduce excesses and deficiencies



# Assessment of the Program

## Baseline Assessment

- Performance measures will be used to identify where additional resources will have the greatest impact
- Health assessments will evaluate program's ability to meet requirements near and far term
- We will be looking for synergy and savings in NOAA-wide solutions

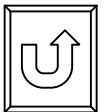
### ❑ **Assess Program Baseline Assessment:**

- Validate requirement
- Evaluate current program using performance and outcome measures
- Assess prioritized deficiencies & excesses
- Analyze alternatives
- Provide health assessment

Goal of requirements validation is to ensure requirements are consistent, complete, realistic and not ambiguous

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- ✓ Will consider the methodology, assumptions and logic used to determine the requirement
- ✓ Will look for valid linkages to:
  - Legal mandate
  - Policy
  - Treaty
  - NOAA Strategic Plan



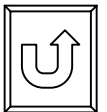
# Program Plan Development

- All NOAA programs and resources must tie to a requirement
- Look for goal-wide synergy
- Use the Strategic Plan and the Annual Guidance Memorandum to shape the program plan to address long term goal direction
- Comply with Fiscal and Programming Guidance

## ☐ **Develop Program Plans that are:**

- Requirements-based
- Integrated
- Fiscally balanced
- Consistent with Fiscal and Program Guidance for FY 06-10

- **Fiscally balanced means balanced by year, every year**
- **Funding can be moved between appropriations**
- **Funding can be moved between programs within the goal**



# Program Plan Analysis

- Will use all previous guidance and analysis:
  - ✓ Strategic Plan & Annual Guidance Memorandum
  - ✓ PBA Analysis
  - ✓ Programming and Fiscal Guidance
  - ✓ Health Assessment
- PA&E will develop an integrated NOAA Program for FY 06 - 10

## ☐ **Analyze Program Plans**

- Evaluate proposed program adjustments for alternative processes, policies and programs
  - Develop integrated NOAA Program
- Analysis will be conducted across all goals
  - Based on an assessment of how well the plans meet strategic, programming and fiscal guidance and an analysis of proposed adjustments, recommendations will be provided to NOAA leadership on:
    - Sustaining and improving existing programs
    - Optimizing the current program through greater efficiencies, and,
    - Implementing changes needed today to achieve NOAA's vision for tomorrow

